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## UNIT 7 CAREER PLANNING

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### 7.0 OBJECTIVES

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After going through this Unit, you should be able to:

- explain what career planning is and how it differs from manpower and succession planning,
- understand the needs, purposes, objectives, advantages and limitations of career planning,
- describe the process of career planning and development, etc., and
- delineate the conditions under which career planning can succeed in an organisation.

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### 7.1 INTRODUCTION

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This Unit has been prepared with the object of explaining the concept and management technique of career planning. Why such a planning is considered an essential aspect of managing personnel for obtaining optimum performance from them is another aspect discussed in the Unit. Achievement of organisational development, increased productivity and fulfilment of corporate objectives can be possible only if the employees of the organisation get a feeling of satisfaction and achievement, and feel part of that organisation. Normally employees have aspirations to advance and grow in their organisation, and also a desire to achieve a sense of fulfilment. Unless these aspirations and desires of employees are taken care of, the organisation cannot be taken to higher levels of efficiency and productivity. An organisation will gain strength and vitality only when its employees are convinced that they will also stand to gain thereby, not only in financial and other tangible terms but also emotionally and mentally. One way to achieve all this is a well thought-out system of career planning.

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### 7.2 WHAT IS CAREER PLANNING?

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Career Planning essentially means helping the employees to plan their career in terms of their capacities within the context of organisational needs. **It is described as devising an organisational system of career movement and growth opportunities from the point of entry of an individual in employment to the point of his or her retirement.** It is generally understood to be a management technique for mapping out the entire career of young employees in higher skilled, supervisory, and managerial positions. Thus, it is the discovery and development of talents, planned deployment and redeployment of these talents. Some writers on organisational matters have described it as the regulation of "blue eyed" jobs. It is also described as a process-of synthesising and harmonising the needs of the organisation with the innate

aspirations of the employees, so that while the latter realise self-fulfilment, the former's effectiveness is improved.

Literally, a career can be defined as a sequence of separate but related work activities that provide continuity, order and meaning to a person's life. It is not merely a series of work-related experiences, but consists of a series of properly sequenced role experiences, leading to an increasing level of responsibility, status, power, and rewards. It represents an organised path taken by an individual across time and space. In the case of an employee, career planning provides an answer to his or her question as to where he or she will be in the organisation after five years or ten years or what the prospects of advancing or growing are in the organisation or building the scope for his or her career there. **Career planning is not an event or an end in itself, but a process of development of human resources.** In short, it is an essential aspect of managing people to obtain optimal results.

### **Difference between Career and Manpower Planning**

The two expressions, that is, Career Planning and Manpower Planning, should not be treated as synonymous. The latter enables the personnel department of an organisation to report on the inventory of skills and potentials available in the organisation. The former enables it to say who on the basis of performance and potentials appraised and evaluated, could be groomed for or fitted in higher level assignments, and where, when, and how? (i.e. after what kind of training by way of job rotation, job enlargement, informal and formal training or learning process). Again manpower planning provides higher management the data on what, by way of human resources, is immediately available within the organisation if certain conditions change such as expansion of the existing business, a technological innovation, a new service, a new branch opening, a new line of production, etc. **Career planning gives only a picture of the succession plan and of the potentials for the development of the persons already in position for the future manpower needs caused by retirements and other casualties, and future developments.** It has to build theoretical career ladders for all key and important employees. If important i.e. hard working and capable employees have to be retained, their aspirations for growth have to be satisfied.

However, there cannot be effective manpower planning if there is ineffective career planning in the organisation. In other words, career planning is an integral part of the manpower planning which in turn is an important part of the business or corporate planning. On the basis of manpower planning the organisation will have the following information which also facilitates career planning:

- An inventory of manpower resources.
- Manpower needs in terms of number, types, skills, levels and time dimensions.
- Changes in functions and activities two, five, or ten years hence, if not for a longer period.
- Nature and extent of behavioural changes required to meet manpower needs.
- Availability of human resources within and outside the organisation, training opportunities, training resources and training time.

On the basis of the above information, an effective organisational career planning process should include the following:

- Assessment of occupational and career choice,
- Personnel assessment, and
- Annual appraisal and development programme.

### **Career Planning and Succession Planning**

These two expressions are not synonymous, but they are similar. Succession planning is generally required for higher level executives, while career planning covers executives at all

levels including highly skilled employees and operatives. Both have the same requirements and implications as Management Development Programmes for the executives. Generally, career planning in an organisation means that it has a succession plan for the higher level executives. The succession plan involves identification of vacancies that are likely to occur in the higher echelons, and to locate the probable or likely successors. In career planning we may have charts showing the career paths of different categories of workers. These charts show how they can advance up in the organisation. The succession plan, on the other hand is generally reduced to a “runner up chart” or “succession chart” in respect of a particular position which may take the following form:

(Due to retire at the age of 60, a year hence)			
	<b>Current Designation</b>	<b>Age</b>	<b>Colour Code</b>
1	Mr. A. Director (Production)	56	Blue
2	Mr. B. Director (Marketing)	53	Red
3	Ms. C. Director (Planning)	54	Green
4	Mr. D. Director (Personnel)	51	White
5	Ms. E. Director (Finance)	55	White

- Code:**
- Green** Ready now
  - Blue** Ready in three to five years
  - Red** Ready in three to five years
  - White** Not likely to be qualified, but would be the best available if others do not make even the white grade.

**Figure I: Succession Plan in Company X for Managing Director**

**Note:** The chairman of the Board of Directors will have some such document in his personal custody, as it might help him to identify a successor to fill the post of Managing Director when the latter retires.

(Retiring after two years)			
	<b>Current Designation</b>	<b>Age</b>	<b>Colour Code</b>
Mr. X	Manager (Personnel)	54	Red
Mr. Y	Chief Industrial Relations Officer	58	Blue
Ms. Z	Chief Organisation Development Officer	52	Green

**Figure II: Succession Plan for General Manager (Personnel)**

**Note:** Z will be the obvious choice, but in order to avoid supersession of Mr. X and Mr. Y, the company might resort to open market recruitment.

- a) Unskilled (worker)-Semi skilled-Skilled-Highly skilled-Foreman.
- b) Junior Clerk-Senior Clerk-Assistant-Section Officer-Under/Deputy Secretary
- c) Supervisor-Assistant Manager-Deputy Manger-Manager-General Manager

- d) Labour Welfare Officer-Personnel Officer-Chief Personnel Officer-Assistant Personnel Manager-Personnel Manager-Director (Personnel)
- e) Lecturer-Assistant Professor-Associate Professor-Professor Dean/Head of the Faculty-Pro-Vice-Chancellor

**Figure III: Career Paths for Various Types of Jobs**

Advancement on the above career paths may be time bound, as and when vacancy arises, based on seniority, merit, seniority-cum-merit, merit-cum-seniority, etc.

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### **7.3 WHY CAREER PLANNING?**

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The need to plan for an employee's career is caused by both economic and social forces. If the organisation is to survive and prosper in an ever changing environment, its human resources must be in a constant state of development. A planned programme of internal human resource development pays greater dividends than relying upon chance, or frantic outside recruitment when needs seem to arise suddenly. Moreover, too many employees retire on the job when there is no managerial concern for proper career progression. Further, work is losing its premier position as the sole value to be sought in life by most employees. The employees are beginning to insist that the work demands should be effectively integrated with human needs for personal growth, expectations of one's family, and ethical requirements of society. However, it is ironic that what is most precious to the individual in so far as work is concerned, that is, the career, is given the least attention by the organisation.

Considering the changing social and economic environment, the growing work expectations and aspirations of employees, career planning is now regarded as an essential prerequisite for effective man-management, organisational growth and optimum productivity. Usually, when a person applies for any job, he or she does so after making necessary enquiries about the prospects of the job, and soon after taking the job he or she starts enquiring about the position one is likely to hold after three, five, or ten years. If one does not get satisfactory answers, he or she feels demotivated or frustrated, and starts looking outside for some other job. This is particularly the case with persons in senior supervisory, executive and managerial positions. Various persons holding such positions are keen to know where they can rise in the organisation from their present positions, and when. For attracting competent persons for senior positions and retaining them in the organisation, it is essential that they are assured progressive careers. Career planning has thus become a must at least for manning an organisation with efficient supervisors, higher technical and managerial personnel and for preventing their leaving the organisation for lack of promotional avenues. Good employees wish to seek careers rather than short duration jobs.

Other advantages of career planning are:

- increasing utilisation of managerial reserves within the organisation,
- ensuring performance of employees at satisfactory levels by **meeting their needs and aspirations for growth**,
- reducing employed turnover for lack of promotional avenues, and
- maintaining and improving motivation and morale of employees.

All these needs are met by matching individual abilities and needs to the demands and rewards of the job through proper career planning and designing. Accordingly, suitable career development programmes which enable employees to achieve personal fulfilment and also ensure that the organisation places the right people in the right place at the right time, have to be sponsored.

#### **Purposes and Objectives of Career Planning**

Career plans, if conceived and executed properly keeping in view the needs of the organisation and the employees, benefit both of them by promoting their growth and development and harmonising their interests. The purposes and objectives that career planning serves are listed below in specific and summary form (at the cost of some repetition):

- 1) Attraction and retention of the right type of persons in the organisation.
- 2) Mapping of careers of employees in the organisation suitable to their ability and skill, and their willingness to be trained and developed for higher positions.
- 3) Better use of human resources, more satisfied and productive employees, and more fulfilling careers.
- 4) Reducing employee turnover and absenteeism, and thus having a more stable and satisfied workforce.
- 5) Increasing utilisation of managerial reserves available at all levels within the organisation.
- 6) Improvement of morale and motivation of employees by matching their individual abilities and needs to the demand and reward of the job ensuring them adequate opportunities for promotion and growth in the organisation.
- 7) Overall achievement of organisational development, higher productivity and fulfilment of corporate objectives.
- 8) Ensure that men and women of promise are given a sequence of experiences that will equip them for whatever responsibility they have the ability to reach.
- 9) Provide individuals with the guidance and encouragement they may need if they are to fulfil their potentials and remain with the organisation.

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#### **7.4 RESPONSIBILITY FOR CAREER PLANNING**

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A basic question regarding Career Planning arises as to whose responsibility it is for such a planning. Is it of the employee or of the management? Basically Career Planning is an individual's responsibility. However, in the organisational context, it is the organisations responsibility to guide and direct the employees to develop and utilise their knowledge, abilities and resources towards organisational development and effectiveness. Employees' goals have to be integrated with organisational goals.

In fact till recently the individual career was decided by the organisation. The success of one's career was often indicated by the number of moves that were made, since these moves were generally rewarded by promotions to more important and better paying jobs. The organisation was rarely concerned whether the new job was really what the individual wanted, and the individual had very limited control over his or her career.

Of late, thinking in regard to career planning has been changing. Organisations are becoming concerned about whether an individual's abilities and needs are really matched to the job. They are also now concerned with matching an employee's needs to the rewards of the jobs, and have started accepting the fact that not all people want to be promoted or can be promoted. Such people should better be left to themselves to plan their own future in the organisation, and develop and train themselves for meeting the needs of the organisation and thus justifying their retention in the positions that they hold. Many organisations consider it the responsibility of the employees themselves to plan their own careers and train and develop themselves to acquire necessary merits for advancing to higher positions in the organisation. The organisation may provide them some guidance or counselling for planning their careers.

**Check Your Progress-1**

1) Differentiate between career and manpower planning.

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2) What are the advantages of career planning?

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**7.5 PROCESS OF CAREER PLANNING AND DEVELOPMENT**

There are two components of career planning and development:

- 1) Career Development Programme, and
- 2) Career Planning Process and Activities

**1) Career Development**

This involves three activities :

- a) Assisting employees in assessing their own internal career needs.
- b) Developing and publicising available career opportunities in the organisation.
- c) Aligning employee needs and abilities with career opportunities.

**a) Internal Career Assessment**

Since a person's career is a highly personal and extremely important element of life, each person is to make his or her decision in this regard. However, the personnel manager may assist an employee's decision-making process by providing as much information as possible to the employee showing what type of work would suit him or her the most, considering his or her other interest, skill, aptitude, and performance in the work that he or she is already doing. For rendering such help some big organisations provide formal assessment centre/workshops where small groups of employees are subjected to psychological testing, simulation exercises and depth interviewing. The objective of such programmes is not that of selecting future promotees, but rather to help individuals to do their own planning.

**b) Career Opportunities**

Knowing that employees have definite career needs, there naturally follows the obligation of specifically charting career paths through the organisation and informing the employees. For identifying the career paths the technique of job analysis may help in discovering multiple lines of advancement to several jobs in different areas.

**c) Employee's Needs and Opportunities**

When employees have assessed their needs and have become aware of organisational career opportunities the remaining problem is one of alignment. For aligning or matching the career

needs of employees to opportunities offered by the organisation, special training and development techniques such as special assignment, planned position rotation, and supervisory coaching, are used. The personnel department of some organisations have also some system of recording and tracking moves through the organisation, and maintain an organisation chart that highlights age, seniority and promotion status.

## 2) Career Planning Process and Activities

The process of career planning involves a number of activities or steps to be undertaken as mentioned below:

- Preparation of personnel inventory of the organisation.
- Building career paths or ladders for various categories of employees.
- Locating or identifying employees with necessary potential for career planning.
- Formulation and implementation of suitable plans for training and development of persons for different steps of the career ladder or paths.
- Maintaining age balance while taking employees up the career path and review of career development plan in action.

a) **Organisation's Personnel Inventory** : Such an inventory is an essential prerequisite for any successful career planning within the organisation. This inventory should be so prepared as to provide the following information:

- Organisational set up and its different levels.
- The existing number of persons manning the organisation. For this, manning tables are prepared showing the nature of positions at different levels of the organisation and the number of persons manning those jobs. Sometimes the age of persons holding the jobs are also mentioned in the table to show when they are likely to retire and when the vacancy thus caused may be required to be filled.
- Types of existing employees, their status, duties, qualifications, age, aptitude, ability to shoulder added responsibility and their acceptability to their colleagues.
- Whether the existing manpower is short or in surplus to requirements. If there is a shortage, how many more persons are required, and for what positions.
- Number of persons required in the near future, say in the next one to five years, to meet the needs arising from expansion or diversification of work or natural wastage of manpower. The latter includes death, permanent disability, superannuation and retirement, discharge, dismissal, voluntary resignation, or abandonment of the jobs.

Collection of all the above information may amount to manpower planning, and involve preparation of manpower budget showing present and immediate future needs.

b) **Employee's Potential for Career Planning** : After determining the career path, the next logical step is to find out the suitable employees who may have the necessary ability and potential for climbing up the ladder and are willing to be promoted and to take up higher responsibilities. For this the management control technique of Performance Appraisal and Merit Rating is utilized. Periodical evaluation and merit rating of employees is also necessary for proper planning of manpower and career of employees in the organisation, as this could be possible only by knowing how much and what type of human resources are available, and the potential of employees whose career is to be planned.

Performance appraisal and merit rating may result in the following findings:

- i) The identification of a group of employees who are already fit and ready with further training to accept now or will be ready with the minimum of further training to accept the challenges and responsibilities in the future as per the job description and other required factors.

- ii) The identification of a group of employees who have the potential to take up added responsibilities if they gain further specialised experience, training and exposure, and are willing to get such training, experience or exposure.
- iii) The identification of a group of employees who may have the capacity but lack interest or desire to accept-added responsibilities. To this group may also be added those who would like to play newer roles, but are not expected to acquire the capacity to fill the role.

The above three findings show that the employees in group (i) can be promoted to fill the vacancies in the higher position as they are capable of taking added responsibilities and the employees in group (ii) can fill the vacancies thus caused though they may require some more experience and training to hold the higher posts. The employees in group (iii) may have the capability to take added responsibilities but they lack the will to do so. They, therefore, require not only more training and experience for climbing up the career ladder, but also some counselling and motivation, as they lack the will to take added responsibilities.

**c) Formulation and Implementation of Training and Development Plans and Programmes:**

The above three findings thrown up by performance appraisal and merit rating emphasise the importance of the next step in the process of career planning, that is, training and development. For making the career planning a success it is essential that the training and development programmes should be so planned and designed that they meet the needs of both the management and employees. The participants of these programmes should be the employees who are willing to be trained and developed further to make their career in the organisation. Methods of training and nature of skill and knowledge to be imparted may be different for different types of employees. The emphasis may be on improving technical skills of skilled workers and on acquiring and improving leadership qualities, human and conceptual skills for senior supervisors, executives and managers.

**d) Age Balance and Career Paths :** One widespread difficulty in career planning may arise from the need to accommodate people in the same level of supervisory and managerial hierarchy, some of whom are young direct recruits and others are promotees who are almost always considerably older. The latter, because of their limited education or formal professional qualification, cannot expect to move up very high; the former as they are better educated and trained have aspirations for rapid vertical mobility. Promotion and direct recruitment at every level must, therefore, be so planned as to ensure a fair share to either group. Intense jealousies, rivalries or groupism may develop if this aspect of personnel administration is neglected. Very quick promotions which create promotion blocks should also be avoided if the employees are not to feel stagnated or demotivated at early stages of their careers, and think of leaving the organisation for better prospects. Such a situation can be avoided if promotions are properly spaced.

**e) Review of Career Development Plans in Action :** Career planning is a continuous activity. In fact it is a process. For effective career planning, a periodical review process should be followed so that the employee may know in which direction the organisation is moving, what changes are likely to take place and what resources and skills he or she needs to adapt to the changing organisational requirements. Even for the organisation, annual evaluation is desirable to know an employee's performance, limitations, goals and aspirations, and to know whether the career plan in action is serving the corporate objective i.e. effective utilisation of human resources by matching employee abilities to the demands of the job and his or her needs to the rewards of the job. Some of the questions that could be asked while evaluating the career plan might be:

- Was the classification of the existing employees correct?
- Are the job descriptions proper?
- Is there any employee unsuited to his or her job?
- Are the future manpower projections still valid?



- Is the team pulling on well as a whole?
- Are the training and development programmes adequately devised to enable the employee to climb up the career ladder and fit into higher positions?

Answers to all these and other questions can be found either by holding brainstorming sessions or by undertaking a survey of career planning activities and their impact on the working of the organisation.

**f) Career Counselling :** Career planning may also involve counselling individuals on their possible career paths, and what they must do to achieve promotions. The need for such counselling arises when employees plan their own careers, and develop or train themselves for career progression in the organisation. This does not mean revealing the number of determined steps in a long range plan of the organisation.

Even if it were possible, it would be inappropriate to raise expectations which might not be fulfilled or induce complacency about the future. In counselling, the wisest approach is to provide a scenario of the opportunities that might become available. The main aim should be to help the individual concerned to develop oneself by giving him or her some idea of the direction in which he or she ought to be heading. Some other **objectives of career counselling** are as follows:

- Enabling individuals to study the immediate and personal world in which they live.
- Providing a normal mature person with guidelines to help him or her understand oneself more clearly and develop his or her thinking and outlook.
- Achieving and enjoying greater personal satisfaction, pleasure and happiness.
- Understanding the forces and dynamics operating in a system.

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## 7.6 ADVANTAGES OF CAREER PLANNING

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As already observed, if properly designed and implemented, career planning benefits the managements as well as the employees. Its important fall-outs and advantages are as follows:

- a) With career planning, a person comes to know in advance the level to which he or she can rise if one has the ability and aptitude for it. This gives him or her impetus to avail of the training and development facilities provided by the management, and develop in a direction that would improve the ability to handle new responsibilities as planned by the organisation. The very fact that the organisation provides opportunity for growth and promotion increases the loyalty of the employee as well as his or her retentivity.
- b) The fact that career planning is participative and that job assignment does not come by luck or through connections, but by qualification or merit alone is bound to improve the morale in the organisation, and with this the organisational effectiveness and productivity.
- c) Future recruitment will be more systematic for these will be on the basis of job descriptions and according to present and future requirements.
- d) The new entrant will know and understand that he or she has not entered into just another job but into a career with an organisation that cares for him or her, his or her talents and aspirations.
- e) Workforce will become more stable, as turnover is bound to be low and with it the cost of hiring new people. Moreover, as people will grow inside the organisation, a unique corporate culture could arise, thrive and prosper.
- f) As all employees are surveyed for their abilities aptitude, temperament, etc., it will be possible to group together people talking on a similar wave-length and place them under supervisors who themselves are responsive to that wave-length. The result is a more homogeneous team dedicated to the achievement of the corporate objective.

- g) An organisation with well-designed career plans is able to have a better image in the employment market, and it will attract and retain competent people.
- h) Being an integral part of the manpower planning and corporate planning, career planning contributes towards individual development and utilisation as well as to organisational development and effective achievement of corporate goal.

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## 7.7 LIMITATIONS OF CAREER PLANNING

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With all its plus points career planning is not easy to implement. It has its own difficulties and problems like:

- It does not suit a very small organisation. There should be opportunities for vertical mobility if career planning has to become a reality.
- Career planning is not an effective management technique for a large number of men who work on the shop-floor, particularly for those who are illiterates, less educated, and perform jobs for which labour supply is abundant.
- Growth expectations of the members of the family in a family concern produce adverse results. Since, the members of a family expect to move faster than their professional colleagues in the career ladder they upset the career planning exercise.
- Career planning may not be so effective if it is attempted for a period exceeding a decade. This is because in every developing country, environmental factors like political philosophy, new concepts of social justice, new fiscal and monetary policies, state entrepreneurship on a large scale, intensification of social control of business, development of backward areas, state intervention in the working and employment conditions, etc., affect the growth of industrial enterprises and other organisations.
- Political intervention, favouritism and nepotism in promotion may make it difficult to have systematic career planning.
- Other constraints or obstacles that may hamper career planning are: Practical problems of maintaining a balance between the promotees and recruits, and the absence of integrated personnel policy and plans which is quite common in many enterprises; difficulties in identifying suitable persons for career planning; lack of suitable manpower and rational wage structure; lack of sufficient opportunities for vertical mobility; difficulties in forecasting replacement needs; assessment of long-term potentials and absence of a clearly matched system of performance reporting; inability of the administration to manipulate changes; difficulties in writing job descriptions and conducting attitudinal surveys and lack of employee trust in such surveys.

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## 7.8 WHAT MAKES CAREER PLANNING A SUCCESS?

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What is most needed to make career planning a reality and success is **a strong and inflicting conviction of the top management in career planning and their ability to permeate their enthusiasm down below**. The path may be tiring, but once determined steps have been taken, the success will be seen lying ahead making the management effective and its human resources most productive, benefiting all in the organisation. Some of the other factors and measures which can contribute towards the success of career planning are:

- a) **Business Enterprise** should be **expanding** if career planning is to be feasible, as in such organisations long-term projection of the requirements of the technical, managerial and personnel can be made, and it can provide ample opportunities for vertical mobility or promotion.

- b) An organisation must have **clear corporate goals** for the ensuing five, ten and fifteen years, and on the basis of its corporate plans it should conduct analysis periodically to determine the types of changes, its functions, activities, procedures, technology and materials. If this is not done, an organisation cannot develop the manpower development system, thus reducing the need for career planning.
- c) **Interested, goal-directed, motivated and hard working employees** are essential for making a career planning programme effective. An organisation can create an environment and show genuine concern for the development of the employees, but the employees must be willing to make use of the resources and opportunities available. There are instances when employees are not interested either in further developing themselves or in making use of the training and developing facilities provided by the organisation. As they are contented with what they are, the question of planning their career further does not arise.
- d) **Selection of right person for the right job** is an essential pre-requisite for career planning. The right person should not only be qualified and have necessary experience for the job applied for, but he or she should also have enough potential and urge to develop and grow further in the organisation.
- e) **Maintenance of proper age balance** in career planning is also necessary to avoid rapid promotions and promotion blocks caused by an age structure which is over balanced either on the side of age or that of the youth. Such blocks will not only create problems and difficulties for the smooth working of career plans, but may also affect the growth and effective functioning of the organisation. The latter must have both the process of continuity and renewal in the management function and personnel. Career planning work can be made effective by harmonising the needs of the organisational growth with the normal growth and aspiration of individual employees.
- f) **Management of career stress:** Many employees experience stress at work which is as damaging to an individuals' career as it is to an organisation. Such a stress may manifest itself in the form of apathy, withdrawal, dissatisfaction, absenteeism, increased accident proneness, hypertension and heart disease. This tension is generally caused either by blockage of career or lack of control when one feels that he or she is on the way out, either because of impending retirement, or because one is out-paced by younger employees. The management can help the employee to get over this stress either by offering career stress management programmes for getting back in control, and clarifying uncertainties. The management can also help him or her by increasing the level of participation in decisions that clearly affect how and when one does his or her job, or by making him or her aware to what other jobs one can switch over, and how gainfully one can keep oneself occupied after retirement.
- g) Career planning will be made effective when it takes the form of a **Fair Promotion Policy** supported by systematic training for those who are trainable, willing and eager to learn a higher skill.
- h) **Internal publicity:** A career plan should be given wide publicity if it is to be a success. The employees for whom this plan is intended should know what it is and what are the career paths they can follow and what training and development facilities are available within and outside the organisation for preparing them for higher or added responsibilities.

**Check Your Progress-2**

- 1) Discuss the limitations of career planning.  
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2) What do you understand by career development programme?

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## 7.9 LET US SUM UP

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Individual employee careers must be of concern to organisations and management in order that human resources may be developed to meet constantly changing environmental conditions. A career is a sequence of separate but related work activities that provides continuity, order and meaning to a person's life. It is shaped by many factors, including heredity, culture, family, age level and actual experiences in one or more organisations.

Although career planning, manpower planning and succession planning are not synonymous, they are complementary and are inter-dependent for their effective working and implementation. All the three are essential for the organisational growth and development, effective utilisation of available human resources, and optimum productivity. Manpower planning provides an inventory of the skills and potential available within an organisation and the career plan provides a picture of the succession plan.

From the needs, purposes, objectives and advantages of career planning as explained in this Unit, it appears to be a good management technique for promoting organisational growth and development, and effective utilisation of human resources, thus increasing both managerial and labour productivity. Career planning or the development process is not so simple as it may seem. It involves many measures to be taken, such as preparation of personnel inventory, career paths or ladders and it also involves identification of fit and willing employees for career planning, the designing and implementing suitable training and developing programmes, career counselling, review and evaluation of career plans. It also has its limitations as it may not suit small organisations and may have little utility and practicability for a large number of shop-floor workers, particularly for unskilled and semi-skilled workers. In spite of these limitations and other economic, political and social constraints, as already discussed in this Unit, it is still considered useful for making human-management effective as it helps management in developing and fully utilising available managerial and supervisory talents. Career development does require proper recognition of employees, increase in experience, seniority, skill and abilities.

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## 7.10 CLUES TO ANSWERS

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### Check Your Progress-1

- 1) Read Sec. 7.2 and compare your answer.
- 2) The advantages of Career Planning are many for both, the organisation as well as the individual. For the survival and prosperity of the organisation and for an individual's upgradation it is necessary. Compare your answer with the contents of Sec. 7.3.

### Check Your Progress-2

- 1) Base your answers on Sec. 7.7.
- 2) See Sec. 7.5.